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2513 Eddy Street  
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## **HIMCO Site Golf Course Development Organizational/Technical Meeting July 27, 1999, 10:00 A.M.**

US EPA RECORDS CENTER REGION 5



479250

### **Attendees:**

Mayor James Perron  
Gary Gilot, P.E., City Engineer  
Eric Horvath, City of Elkhart, Engineering  
Paul Eash, City Attorney ✓  
Gwen Massenburg, U.S. E.P.A. Region V ✓  
Greg Herring, Army Corps of Engineers, Omaha, NE ✓  
Don Moses, Army Corps of Engineers, Omaha, NE ✓  
Don MacDonell, Wightman Petrie Environmental, Inc., Elkhart, IN ✓  
Mark Brinson, City of Elkhart, Planning and Development ✓  
*Marabeth Hick, City Controller*

### **Purpose:**

To discuss the current status of the HIMCO site and to outline and develop a strategy and framework for the development of the site as a municipal youth golf center and championship golf course.

### **Discussion Topics:**

- 1) Possible Remedial Actions for HIMCO Site
- 2) Design Synergy between Remedial Action and Golf Course Development
- 3) Administrative and Legal Challenges



- 4) Additional Field Work at the Site to be integrated into Final Remedial Action
- 5) Project Timetable/Schedule
- 6) Golf Course Development
  - A. Steering Committee
  - B. Golf Course Architect
    - Request for Proposals
  - C. Fund Raising Framework
    - Federal Home Loan Bank, Local Institutions
    - "First Tee" Designation, Fund Raising Strategies/Resources
- 7) Community/Corporate Support

# Best Practices

## Hammond Converting Brownfield Site to Golf Courses for Youth and Adults

### Groundbreaking for Youth Course Set for December 18



**Hammond Mayor Duane Dedelow, Jr.**

Hammond is a city moving on a rising tide of redevelopment, the confluence of years of hard work, aggressive planning, and the determination of its Mayor. Over the past decade, the City has been attracting hundreds of new jobs, replacing aging infrastructure, redeveloping its downtown and other blighted areas, remediating environmental problems – and generally improving its image. A flourishing newcomer, the gaming industry, has helped the City “fast forward” a number of its plans by providing an income stream that has been dedicated to capital improvements.

A key feature of Hammond's current

redevelopment is a golf course project that will transform a slag heap – a refuse pile left by the steel industry that has blighted the landscape since the 1930s – into a lush, green golf complex. An eye-sore visible from both a state highway and an Interstate toll road, this 160-acre site – a brownfield – will yield an 18-hole adult course and 9-hole course for youth. Those using the new courses will enjoy many features of a region noted for dunes and wetlands; the courses, in fact, will be located on a migratory bird route.

Mayor Duane Dedelow, Jr. is enthusiastic about the project because it brings together so many positive elements and contributes to so many of the City's goals.

#### The First Tee

The First Tee, a new arm of the World Golf Foundation, is an affordable and accessible golf program for youth. Based on the concept that the sport can strengthen motivation and instill positive values in young people, the program is supported by all the major golf associations.

Through the efforts of the Mayor, staff and consultants, Hammond is one of the first 46 sites selected for a First Tee program. The City will have the use of national program materials and logos and will receive, among other things, curriculum materials, \$100,000 in cash support, and discounts on equipment needed for the course and by the young golfers. Hammond is regarded as a “crown jewel” in the First Tee movement because of the scope of the golf course project it has launched and the fact that the project involves the reclaiming of a brownfield.

The First Tee program, says the Mayor, is a good fit with Hammond's award-winning Partners in Education program. First Tee is seen as a powerful new tool to be used by Partners in Education to boost the academic performance of young people through the self esteem, positive values and social skills that can be nurtured on the golf course. The course site is on a newly developed bike path and a City bus route, making it easily accessible to young users.

#### Economic Development

The opportunity to develop the golf courses and to take advantage of the new First Tee program fit perfectly into Hammond's overall plans to redevelop its northern section – plans already well underway. Thus far, the most prominent feature of the development is the use of Lake Michigan frontage for one of the

largest fresh-water marinas in the U.S. The marina, designed to be accessible to all Hammond residents, is home to the Empress Casino Hammond, which has become an attraction for area residents as well as a destination for many people from neighboring states.

In addition to the golf courses, the redevelopment plan calls for creation of commercial and industrial areas. A 52-acre outlet mall is projected to attract investment of \$13 million to \$26 million, create between 360 and 720 new jobs, generate up to \$1.6 million in property taxes, and provide a \$5 million to \$10 million annual payroll. Under the Mayor's leadership, Tax Increment Financing and Sales Tax Increment Financing districts have been created. Revenue generated by the new businesses will repay the bonds and help to build the required infrastructure to support both new and existing businesses. In the long run, Mayor Dedelow projects, the successful implementation of the plan will bring the tax rate down and increase the assessed value of property throughout the City. A large nearby area designated for industrial development is virtually “sold out,” the Mayor reports, due at least in part to the positive impact of the golf initiative.

#### Innovative Financing

A 10-bank consortium formed to finance a community center project is also examining the golf course financing. Fred Hash of the Federal Home Loan Bank (FHLB), who was in the community to assist with housing initiatives, recognized the opportunity to make advantageous connections among the banks, the golf project and the overall redevelopment effort. The group of banks will be lending around \$4.5 million of the total \$8.5 million tab for the courses, using one of several possible options that are still being examined: One option is to



**A crowd gathers on June 23 for the announcement that Hammond has been selected as a First Tee site. George Lake, in the background, is on the north end of the brownfield to be reclaimed and will be the focus of additional environmental enhancement.**

write a letter of credit – originated by FHLB with its AAA credit rating – to credit-enhance the municipal bonds which could be floated to pay for the project. Another is to use the Community Investment Program (CIP) to make a direct loan to the project, or to borrow the CIP funds from the FHLB to buy the bonds.

Environmental fines levied on nearby manufacturers also are being applied to the brownfield reclamation project. Neighboring Amoco Oil will clean up some of the affected property and also will provide a long-term lease on a portion of their land that will be incorporated into the courses. The gaming revenue that the City has been receiving for the last two years provides the other major financial component.

#### Impact on Youth

“We're not out to create a lot of Tiger Woods imitators,” says Mayor Dedelow of the golf course project. “For youth, it's an opportunity to practice self discipline and social skills – manners, if you will – while they get to know other youth and adults from diverse backgrounds.”

“If one young person's anger is redirected from violence to this sport,” he says, “we will have fully recovered our investment. We already work closely with attorneys, judges and police officers in our schools to teach conflict resolution skills, drug resistance, and citizenship. First Tee gives us another powerful tool.”

Hammond celebrates the groundbreaking for the youth course on December 18 and expects to open the course in August 1999; the adult course will be completed in 2000. Additional information is available from Dennis Terry in the Office of the Mayor, (219) 853-6301.



Mayors are invited to submit the “Best Practices” of their cities to U.S. MAYOR. Contact Public Affairs at (202) 293-7330 or fax (202) 293-2352.





## *Media Information*

### **PRESIDENT BUSH HEADS GOLF COALITION**

#### **Major Golf Organizations Pledge Support To 'The First Tee' to Broaden Game's Base**

New York, New York – Making the game of golf accessible for people from all walks of life is the goal of a coalition of the game's leading golf organizations.

"We want to create affordable entry points to golf for everyone who is interested in playing the game," said former President George Bush, who has agreed to serve as the Honorary Chairman of "The First Tee," a program that plans to create hundreds of new golf facilities throughout the United States over the next 10 years.

"The First Tee" is an initiative of the World Golf Foundation, which also operates the World Golf Hall of Fame, now located in St. Augustine, FL.

"While the focus of 'The First Tee' will be introducing more young people to golf, everyone will be welcome to join those of us who love the game and want to see it grow," Bush said. "The program already has drawn the support of public officials and the private sector in communities throughout the country."

Joining President Bush in announcing the program in a Central Park ceremony were PGA Tour Commissioner Timothy W. Finchem, Chairman of the World Golf Foundation; Judy Bell, President of the United States Golf Association; Hall of Fame members Pat Bradley and Tom Watson; and Earl Woods, Chairman of the Tiger Woods Foundation.

Other participants from the golf world involved in the announcement included Jim Awtrey, CEO, PGA of America; Jim Ritts, Commissioner, LPGA; Jim Armstrong, General Manager, Augusta National Golf Club; Ruffin Beckwith, Executive Director, World Golf Foundation; Dr. Joe Bediz, President, National Golf Foundation; Alice Dye, President, American Society of Golf Course Architects; Steve Mona, Executive Director, Golf Course Superintendents Association; Lewis C. Horne, President, National Minority Golf Association; and Tom Griffin, Executive Director, National Association of Junior Golfers.

According to Earl Woods, the Tiger Woods Foundation, which was started in December 1996, "works to create opportunities for people of all backgrounds, particularly those who have had fewer chances, to improve themselves and participate fully in life. Our goals are compatible with those of 'The First Tee' and we have pledged our full support to the new program."

"Those of us who believe in the values of golf want to see the opportunity to play the game extended to all segments of our population", Finchem said. "The program, 'The First Tee', can have a tremendous impact on golf; but, more importantly, it can have a real impact on the lives of young people who are attracted to the game."

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Finchem noted that a recent survey showed that only two percent of children between the ages of 11 and 17 were being introduced to golf annually.

"Those numbers have to change," Finchem said. "Golf can teach many lessons and open many doors, but it has been too difficult for many people, particularly kids, to find affordable access to the game.

"With the support of the public and private sectors, and with the expertise of so many golf organizations available to this program, golf will find its way into new communities and new segments of the population."

In addition to the national golf organizations pledging support to "The First Tee," public sector organizations including the U.S. Conference of Mayors, the National Association of County Officials, the National League of Cities, the U.S. Department of Housing and Urban Development and the National Recreation and Park Association will be involved nationally and in individual communities around the country.

Augusta National Golf Club, host of the Masters Tournament, leads a list of private and public clubs and courses that have agreed to assist the program.

"The First Tee" will provide golf management expertise, consulting services and land planning to communities and organizations interested in having "The First Tee" in their areas. Public-private partnerships in each community will be the primary funding source for each facility, but proceeds from the World Golf Hall of Fame also will benefit "The First Tee".

The program will have its own Board of Directors, which will oversee fund-raising, budget, consulting, construction, environmental and program functions of "The First Tee".

The type of facility built in each community will depend on the community's need and support, utilizing the available land to create quality practice and instruction areas as well as a place to play the game. All facilities will be open to the public with an emphasis on playing opportunities for youngsters. Ties to existing local junior programs will be encouraged.

Common types of facilities will be a three-hole course, a pitch-and-putt course, a nine-hole "executive-length" course and a full-scale, 18-hole course. All of the facilities will feature extensive teaching and practice areas and other facilities.

"Golf is fun and we want people to enjoy themselves when they go to 'The First Tee' course or teaching center," Finchem said. "But in addition to fun and learning the basic fundamentals of the game, we think they also will be exposed to some basic life lessons.

President Bush added his own endorsement: "Golf may be unique in the values it teaches. It is a game of honor, integrity and good sportsmanship and it can build an individual's self-esteem and self-control."

Communities or organizations interested in being part of "The First Tee" should contact: "The First Tee," World Golf Foundation, 170 Highway A1A North, PonteVedra Beach, FL 32082.

